MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2019/2020

BLD3104- LEADERSHIP

(B01)

9 MARCH 2020
2.30 p.m – 4.30 p.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

2. This question paper consists of five (5) pages with 2 sections (excluding this cover page)

3. Section A: Twenty (20) multiple choice questions. Answer **ALL** questions (40 marks)

4. Section B: Three (3) structured questions. Answer **ALL** questions. (60 marks)

5. Answer **Section A** in the multiple-choice answer sheet provided and **Section B** in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (40 MARKS)

There are TWENTY (20) questions in this section. Answer ALL questions.

1. Existing studies have proven that compared to cognitive ability, _____ has more influence on how we think and make decisions, as well as our interpersonal relationships.
   A. neutralizers
   B. education
   C. emotion
   D. vision

2. Mindfulness refers to the state of _____.
   A. developing a beginner's mind
   B. paying attention to new information
   C. rejecting new ideas based on knowledge
   D. showing an inability to consider alternatives

3.

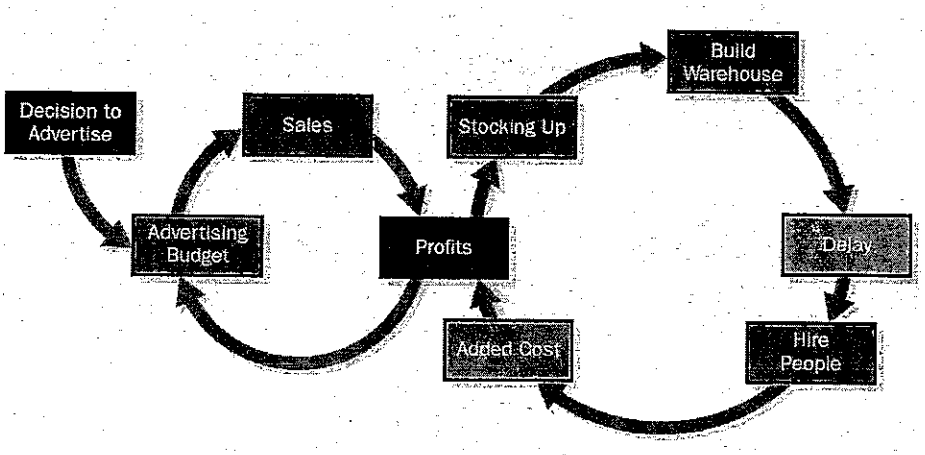

Figure 1

Figure 1 above describes the _____.
   A. circles of causality in systems thinking
   B. development of individualised leadership
   C. psychological model of empowerment
   D. steps involved in creating a company vision

4. In the study of emotional intelligence, achievement-orientation and optimism are two conditions of _____.
   A. self-awareness
   B. social awareness
   C. self-management
   D. relationship management

Continued...

5. Which of the following is an internal factor that determines a leader's ability to make moral choices?
   A. Profitability
   B. Leadership talent
   C. Adoption of core values
   D. Level of moral development

6. Moral leadership is about all **EXCEPT** _____.
   A. reward ethical conduct
   B. distinguishing right from wrong
   C. seeking the just and the honest in practice
   D. taking away from others to enhance oneself

7. The preconventional level of personal moral development is characterized by individuals _____.
   A. following rules
   B. following authority with blind obedience
   C. following internalized principles of justice
   D. fulfilling duties and obligations of the social system

8. For leaders, pushing beyond the comfort zone and facing the internal "wall of fear" is an act of _____.
   A. ethics
   B. vision
   C. change
   D. courage

9. Which of the following is **NOT** what leaders want from their followers?
   A. Having a 'wait-and-see' attitude
   B. Willingness to learn new things
   C. Being creative and innovative
   D. Being proactive teamplayers

10. An uncritical thinker does all activities below **EXCEPT**_____.
    A. blindly accepts a leader's ideas
    B. considers only what he or she is told
    C. approaches issues with thoughtful questions
    D. avoids contributing to the growth of the organization

Continued....

11. _____ is the process of using evaluation and communication to help individuals and the organization learn and improve.
    A. Coaching
    B. Feedback
    C. Mentoring
    D. Counselling

12. The traditional model of diversity includes all of the following **EXCEPT** _____.
    A. race
    B. gender
    C. pay level
    D. **personality**

13. When a company treats people differently based on prejudicial attitudes and stereotypes, _____ has occurred.
    A. uncertainty avoidance
    B. ethnocentrism
    C. discrimination
    D. inclusion

14. Femininity refers to_____.
    A. a value for loosely knit social framework in which individuals take care of themselves
    B. people accepting inequality in power in institutions, organizations, and individuals
    C. members of a society feeling uncomfortable with uncertainty and ambiguity
    D. preference for relationships, cooperation, group decision making and quality of life.

15. Which of the following is a strategy to build effective coalitional leadership?
    A. Breaking down barriers and promote cross-silo cooperation
    B. Focusing on individual rewards rather than team rewards
    C. Setting up new functional departments
    D. Creating an atmosphere of change

16. A leader with a _____ mindset sees an organization as a machine and focuses more on goals, systems, efficiency and formal authority.
    A. political
    B. symbolic
    C. structural
    D. human resource

Continued....

17. Beyoncé Knowles is an American singer, songwriter, and actress. She was also former lead singer of Destiny's Child, one of American best-selling girl groups. She is now a very powerful female entertainer with followers all over the world. She is an example of a person who possesses _____power as she is greatly admired for her starry brand of female success.
    A. coercive
    B. referent
    C. reward
    D. expert

18. Viva Electronics sends teams of eight people to live together for seven weeks—and to use Viva appliances for cooking and cleaning. The teams need to come out with new ideas on how to upgrade the appliances. This is an example of _____.
    A. creativity
    B. immersion
    C. brainstorming
    D. idea champions

19. Personal approaches to stretch your mind when solving problems could include behaviors such as _____.
    A. reading a different newspaper
    B. changing your reading habits
    C. changing your sleeping hours
    D. doing all of the actions above

20. In the Eight-Stage Model of Planned Organizational Change, what does it mean by `empowering employees to act on the vision'?
    A. Change agents model the new behaviors.
    B. Leaders remove obstacles to change such as systems, structures, or procedures.
    C. Leaders plan for visible performance improvements, enable them to happen, and celebrate those involved.
    D. Leaders use courage and perseverance to give people the energy and power to take on more difficult issues.

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SECTION B: STRUCTURED QUESTIONS (60 Marks)

There are THREE (3) structured questions. Answer ALL questions. Each question carries 20 marks.

QUESTION ONE

Please read the case below and answer the following question.

Dr Steve Kahn, a professor of internal medicine found that many of his terminally ill elderly patients couldn't change their unhealthy diet and exercise habits eventhough they are aware that they are dying. He came out with a new strategy to inspire his patients to make healthier decisions with a clear vision of "the joy of positive living". Dr Kahn argued that if people believe that they can enjoy life more such as being intimate with their spouse, having quality time with their family or doing leisure activities and exercises-they are much more likely to make permanent changes in their lifestyle. By engaging in a positive lifestyle, there will be less dependence on pain medication and medical intervention. Together with the patients, Dr. Kahn designed a "Positive Living" program. His patients voluntarily followed a strict healthy diet program and regular exercise classes. For a year, his patients participated in a weekly group conversations to derive support from each other. Two years after the program ended, 80 percent maintained the healthier lifestyle changes, slowing down the progress of their illnesses.

Adapted from: Deutschman, A. (2005, May). Change or Die, *Fast Company,* Retrieved from http://www.fastcompany.com/magazine/94/open_change-or-die.html

Based on the case above, identify **five** key elements that can be adopted in order to change people's thinking and behaviors. Use examples from the case above to describe your answer. [20 marks]

QUESTION TWO

a) Analyse how leaders can effectively manage emotions at the workplace in order to achieve the desired performance. [10 marks]

b) Compare the difference between leading with love and leading with fear. [10 marks]

QUESTION THREE

a) Examine any **five** differences between non-charismatic and charismatic leaders. [10 marks]

b) Based on the differences above, give **one** example of a national or international leader who is charismatic and another **one** example who is a non-charismatic leader. [10 marks]

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